

The impact of supply chains on the food sector

F&B Chain company located in Jeddah, Saudi Arabia

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Acknowledgment

Dedication

Abstract

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1. Chapter 1: Introduction

2. Introduction

Today the new source of business competition lies outside the walls of organizations, and is determined by how effectively companies link their operations with their supply chain partners such as suppliers, distributors, wholesalers, retailers and end customers (Sonja, Sohal, & Baihaqi, 2007). The forward-looking enterprises today are dynamic; they collaborate with suppliers, customers and even with competitors; share information and knowledge aiming to create a collaborative supply chain that is capable of competing if not leading the particular industry (Koh et al., 2007). Supply chain collaboration has become an integral part of supply chain management (Matopoulos et al., 2007). In the past decade “collaboration” has made the transition from being a purely theoretical concept to becoming a widely adopted supply chain practice (Wiengarten, Humphreys, Cao, Fynes, & McKittrick, 2010). Increased competition and the widespread availability of web-based technologies have led to a rise in supply chain collaboration across a wide range of industry sectors such as the automotive industry (Ireland, 1999; Bagchi & Skjott-Larsen, 2005). Collaboration can be simply understood as a process of decision-making among interdependent parties across the many tiers in the supply chain, which involves joint ownership of decisions and collective responsibility for outcomes (Stank et al., 2001). Collaboration is defined as two or more companies sharing the responsibility of exchanging common planning, management, execution, and performance measurement information (Anthony, 2000). The general idea is that much can be gained from collaborating with supply chain partners. Kenya’s economy has remained largely agriculture based and industrialization remains a key factor in Kenya’s development plans (Government of Kenya, 2007). Food production has always been a precondition for the development of civilization (Kenya Institute for Public Policy Research and Analysis, 2013). According to Munguti, (2013) food processing covers: foods, beverages, dairy, vegetable oil, grain milling, baking and confectionery, fruits and vegetables, meat and fish, honey, nuts, mushroom, etc. Food sector constitutes about a third of the manufacturing sector in Kenya and that the sector adds value to agricultural produce and therefore its success depends on efficient agriculture sector. The Manufacturing sector contributes about 10% of the Kenya’s GDP

of which the food sector contributed about a third (33.4%) of the total manufacturing production in 2009. The food processing sector can therefore be a key driver of the economic growth and growth in this sector can have a direct and significant impact on the whole Kenya's economy.

The development of information technology (IT) has rapidly changed the logistics industry. RFID is becoming more and more important in the context of supply chain management (SCM). The implementation of RFID in SCM brings with it the potential to manage the information flow and to support communication and collaboration along the supply chain (SC). A few empirical studies, however, have suggested that it is very difficult to ascertain the performance of RFID applications. This phenomenon has been referred to as the "productivity paradox of IT".

On the other hand, many studies supporting the premise that the implementation of RFID has significant positive effects on SCM have been reviewed by these authors. RFID serves as a key enabler for coordinating and integrating SCM, through the sharing of vital information regarding key SC activities both inside and outside the boundaries of material suppliers, manufacturers, wholesalers, and consumers. RFID has a vast potential in terms of enabling demand forecasts and production schedules in SCM. Introducing RFID into SCM will also produce direct benefits by decreasing the coordination costs, including the costs of integrated decisions, and the transaction risks, which are exploited in the relationship between the SC partners.

The implementation of RFID in SCM for the food and beverage industry has led to a wide range of benefits, including shrinkage reduction, reduced labor costs, and improved customer service. Food and beverage retailers, however, will have to address a number of operational challenges and consumer privacy concerns before they realize these benefits.

Recently, the need for hygiene and safety has become a growing concern. Between 1999 and 2003, the US Food and Drug Administration reported a total of 1,307 recalls of processed food products. In Japan, a massive recall from two Japanese food makers was also reported in 2002. The implementation of RFID has been suggested as a good solution to enable tracing capability in the SC of the food and beverage industry.

This study was conducted to build a relation model, which is a structural model, to identify the effects of introducing RFID into the SC of the food and beverage industry. SC consists of six activities: procurement, production, transport, sale, warehousing, and administration. This study is based on the premise that RFID will be embedded in a transport box or pallet circulated in the SC. The remainder of this study is organized as follows. The following section presents a literature review that helps underpin the research framework, and the study's hypotheses. The research methodology is presented in the Sect. The results and discussion are presented in Sect. followed by the Sect. "How can food and beverage companies optimize their supply chain collaborations to enhance competitiveness and market performance?"

Research Problem

Collaboration has been referred to as the driving force behind effective supply chain management and, as such, may be considered the ultimate core capability (Sanders & Premus, 2005). However, there's also fairly widespread belief that few firms have truly capitalized on the potential benefits of collaboration (Barratt, 2003; Crum & Palmatier, 2004). Although the potential performance benefits have made collaboration a popular supply chain practice, surveys shows its complex structure has left Kenyan companies struggling with implementing and conducting (Shalle, Guyo, & Amuhaya, 2014). Manufacturing firms especially food and beverage companies has not achieved high levels of collaboration necessary for delivering high. For example, Del Monte Kenya Ltd is the largest exporter of pineapples from Africa to UK, France, Germany, Italy, Belgium and Netherlands (Munyambu, 2015). Also, the company outsources its non-core functions like warehousing, transportation, information technology and distribution from suppliers but, the company has not been fully committed to the establishment of long term relationships with its suppliers and other stakeholders (Karangi, 2013). Del Monte Kenya Ltd has not fully benefitted from outsourcing due to frequent embroiled relationships with suppliers (Karangi, 2013). Recently in Kenya, researchers have highlighted the multidimensional nature of collaboration. Collaboration in buyer-supplier relationships should incorporate information sharing; joint decisions and incentive alignment enhance competitive advantage to the firms (Shalle et al. 2014). But the study is limited to the buyer-supplier relationships in procurement function. A study by Kamau (2013) focused on the extent to which manufacturing have adopted

buyersupplier relationships. Therefore the study fails to demonstrate on how information sharing; joint decisions and incentive alignment are enhanced to create buyer-supplier relationships. All these studies only focus on buyer-supplier relationships, but in collaborative supply chain involves all supply chain partners such as suppliers, distributors, wholesalers, retailers and end customers and who may not necessary buyer or supplier (Sonja, Sohal, & Baihaqi, 2007). Therefore, the purpose of this study was to investigate collaborative supply chain practices in performance of Del Monte Kenya Ltd.

2.1.1. Theoretical Gaps

Based on the provided excerpt, here are some potential theoretical gaps in the research on collaborative supply chain practices in the performance of Del Monte Kenya Ltd:

1. **Limited Scope of Collaboration Studies:** Most existing studies focus on buyer-supplier relationships, particularly in procurement, without addressing collaboration with other key supply chain partners such as distributors, wholesalers, retailers, and end customers (Sonja, Sohal, & Baihaqi, 2007). There is a gap in understanding how collaboration across the entire supply chain can enhance performance.
2. **Multidimensional Nature of Collaboration:** While the multidimensional nature of collaboration, including information sharing, joint decision-making, and incentive alignment, is recognized (Shalle et al., 2014), there is a lack of comprehensive studies exploring how these dimensions are integrated and operationalized across the supply chain to create competitive advantages.
3. **Context-Specific Insights:** Most research focuses on general theories of supply chain collaboration without providing context-specific insights, particularly for Kenyan manufacturing firms like Del Monte Kenya Ltd. There is a need to explore how local factors, such as market dynamics and cultural influences, impact the effectiveness of collaboration practices.
4. **Outsourcing and Relationship Management:** The impact of outsourcing non-core functions and the challenges associated with managing supplier relationships have been identified (Karangi, 2013), but there is limited theoretical exploration of how firms can

overcome these challenges and fully benefit from outsourcing through effective collaboration.

5. Long-term Relationship Commitment: There is a noted lack of commitment to establishing long-term relationships with suppliers and stakeholders (Karangi, 2013).
6. The theoretical understanding of what drives long-term relationship commitment in collaborative supply chains and how it influences performance remains underexplored.
7. Performance Measurement and Benefits Realization: While the potential benefits of collaboration are acknowledged, there is a gap in the literature regarding how firms can effectively measure and realize these benefits, particularly in the context of Kenyan manufacturing firms.
8. Integration of Technology in Collaboration: Although information technology is mentioned as a non-core function outsourced by Del Monte Kenya Ltd, there is a lack of theoretical exploration of how technology integration can enhance collaboration and improve supply chain performance.
9. Collaborative Practices Beyond Buyer-Supplier: There is a theoretical gap in understanding how collaborative practices can be extended beyond traditional buyer-supplier relationships to include other supply chain entities and how this broader collaboration impacts firm performance.
10. Barriers to Effective Collaboration: While challenges in implementing collaboration are mentioned, there is limited theoretical analysis of the specific barriers that Kenyan companies face and how these can be systematically addressed.

Addressing these theoretical gaps can provide a more comprehensive understanding of collaborative supply chain practices and their impact on the performance of firms like Del Monte Kenya Ltd.

2.1.2. Practical Gaps

Based on the provided excerpt and considering practical gaps in the research on collaborative supply chain practices at Del Monte Kenya Ltd, here are some potential areas where practical application and implementation may be lacking:

Practical Gaps

1. Implementation of Comprehensive Collaboration Practices:

- While the concept of collaboration is acknowledged, there is a practical gap in the implementation of comprehensive collaboration practices that include all supply chain partners, not just buyer-supplier relationships. Del Monte Kenya Ltd and similar firms may struggle to practically engage and align with partners such as distributors, wholesalers, retailers, and end customers.

2. Effective Information Sharing:

- Although the importance of information sharing is recognized, there is a lack of practical strategies and tools for effectively sharing information across the supply chain to enhance decision-making and performance.

3. Joint Decision-Making Processes:

- There is a practical gap in establishing effective joint decision-making processes among supply chain partners. This includes developing mechanisms for collaborative planning and aligning incentives to ensure that all parties are working toward common goals.

4. Commitment to Long-term Relationships:

- The lack of commitment to long-term relationships with suppliers and stakeholders highlights a practical gap in establishing trust and building sustainable partnerships. This requires practical approaches to relationship management and collaboration.

5. Utilization of Technology:

- The integration and utilization of technology to facilitate collaboration remain a practical challenge. Firms may lack the necessary technological infrastructure or

expertise to leverage information technology for enhancing supply chain collaboration.

6. Overcoming Outsourcing Challenges:

- Practical solutions are needed to address the challenges associated with outsourcing non-core functions. This includes developing strategies to manage supplier relationships effectively and ensuring that outsourcing contributes positively to overall supply chain performance.

7. Performance Measurement Tools:

- There is a lack of practical tools and metrics to measure the impact of collaborative practices on performance. Companies need practical frameworks to assess the benefits and effectiveness of their collaboration efforts.

8. Addressing Barriers to Collaboration:

- Identifying and addressing the specific barriers that hinder effective collaboration in the Kenyan context is a practical gap. This includes understanding cultural, organizational, and operational obstacles and developing strategies to overcome them.

9. Training and Development:

- There is a practical need for training and development programs to enhance the skills and capabilities of employees and managers in implementing and sustaining collaborative practices.

10. Scalability of Collaboration Initiatives:

- Companies may face practical challenges in scaling collaboration initiatives across their supply chain networks. This includes replicating successful practices and adapting them to different contexts and partners.

Addressing these practical gaps can help firms like Del Monte Kenya Ltd to effectively implement collaborative supply chain practices and achieve the potential benefits associated with improved performance and competitiveness.

this research sought to address this main Question:

"How can food and beverage companies effectively implement collaborative supply chain practices to enhance performance and competitiveness applied at F&B Chain Company located in Jeddah, Saudi Arabia?"

Research Significance

The study on collaborative supply chain practices and their impact on the performance of Del Monte Kenya Ltd holds significant value in various dimensions:

Enhancing Supply Chain Efficiency: By identifying effective collaboration practices, this research can help Del Monte Kenya Ltd and similar firms streamline their supply chain processes, leading to increased efficiency and reduced operational costs.

Improving Competitive Advantage: Understanding the role of collaboration in supply chain management can provide firms with a competitive edge by enabling them to better respond to market demands, improve product quality, and enhance customer satisfaction.

Informing Strategic Decision-Making: The findings from this research can inform strategic decision-making within companies by providing insights into how collaborative practices can be leveraged to achieve organizational goals and improve overall performance.

Addressing Practical Challenges: The study can identify practical barriers to effective collaboration and offer solutions, helping companies overcome challenges related to implementation, relationship management, and technology utilization.

Contributing to Theoretical Knowledge: By addressing theoretical gaps, this research can contribute to the academic understanding of supply chain collaboration, particularly in the context of Kenyan manufacturing firms, and offer a foundation for future studies.

Guiding Policy and Practice: Policymakers and industry leaders can use the insights from this research to develop policies and best practices that promote collaboration across supply chains, fostering a more integrated and resilient business environment.

Promoting Economic Growth: Improved supply chain collaboration can enhance the performance of manufacturing firms, contributing to economic growth and development by increasing productivity and competitiveness.

Facilitating Relationship Building: The research can highlight the importance of building long-term relationships with supply chain partners, leading to more stable and mutually beneficial partnerships.

Supporting Sustainable Development: By promoting efficient and effective supply chain practices, this research can contribute to sustainability goals by reducing waste, optimizing resource use, and supporting environmentally friendly practices.

Enhancing Employee Skills: The study can identify the skills and capabilities needed for successful collaboration, guiding training and development initiatives that enhance employee competencies and drive organizational success.

Overall, this research has the potential to make a significant impact on both the academic and practical aspects of supply chain management, offering valuable insights that can drive improvements in performance, competitiveness, and sustainability.

At the theoretical level

At the theoretical level, the research on the impact of collaborative supply chain practices in the food and beverage industry could focus on understanding and developing the conceptual frameworks and models that explain how collaboration affects performance and competitiveness. Here is a theoretical-level main research question along with supporting sub-questions:

Theoretical Main Research Question:

"What theoretical frameworks explain the impact of collaborative supply chain practices on the performance and competitiveness of the food and beverage industry?"

Supporting Theoretical Sub-Questions:

1. Which existing supply chain theories best describe the role of collaboration in enhancing supply chain performance in the food and beverage industry?
2. How can the Resource-Based View (RBV) theory be applied to understand the strategic benefits of collaboration in food and beverage supply chains?

3. What insights can be drawn from Transaction Cost Economics (TCE) theory regarding the cost implications of collaborative supply chain practices in the food and beverage sector?
4. How does the Relational View of competitive advantage explain the significance of building long-term collaborative relationships in food and beverage supply chains?
5. What role does Social Exchange Theory play in understanding trust and reciprocity in collaborative supply chain relationships within the food and beverage industry?
6. How can the Theory of Dynamic Capabilities be used to explore the adaptability and innovation resulting from collaborative practices in food and beverage supply chains?
7. What are the theoretical implications of supply chain collaboration for risk management and resilience in the food and beverage industry?
8. How do theoretical models of supply chain integration and alignment explain the impact of collaboration on operational efficiency and effectiveness?
9. What are the theoretical constructs that define successful information sharing and communication in collaborative food and beverage supply chains?
10. How can theoretical frameworks of sustainability and environmental management be integrated into collaborative supply chain models for the food and beverage industry?

These theoretical questions aim to deepen the understanding of the conceptual underpinnings of collaborative supply chain practices and how they can be effectively leveraged to enhance the performance and competitiveness of the food and beverage industry. By exploring these questions, researchers can contribute to the development of robust theories that guide practical implementations and strategic decision-making.

At the practical level

At the practical level, research on the impact of collaborative supply chain practices in the food and beverage industry should focus on real-world applications, strategies, and challenges that companies face when implementing these practices. Here is a practical-level main research question along with supporting sub-questions:

Practical Main Research Question:

"How can food and beverage companies effectively implement collaborative supply chain practices to enhance performance and competitiveness?"

Supporting Practical Sub-Questions:

1. What specific collaborative strategies are most effective for improving supply chain efficiency in the food and beverage industry?
2. How can food and beverage companies overcome common barriers to implementing collaborative supply chain practices, such as trust issues and communication gaps?
3. What are the best practices for fostering strong relationships with supply chain partners, including suppliers, distributors, and retailers, in the food and beverage sector?
4. How can companies in the food and beverage industry leverage technology and digital tools to facilitate collaboration across their supply chains?
5. What role do logistics and transportation partnerships play in enhancing the responsiveness and reliability of food and beverage supply chains?
6. How can food and beverage companies measure the performance impact of collaborative supply chain initiatives and identify areas for improvement?
7. What strategies can be employed to align incentives and objectives among supply chain partners in the food and beverage industry?
8. How can companies in the food and beverage sector ensure compliance with food safety and quality standards through collaborative supply chain practices?
9. What are the practical steps food and beverage companies can take to integrate sustainability and environmental considerations into their collaborative supply chain efforts?
10. How can food and beverage companies manage and mitigate risks associated with supply chain disruptions through collaboration?

These practical questions focus on actionable insights and strategies that food and beverage companies can adopt to effectively implement collaborative supply chain practices, ultimately leading to improved performance, competitiveness, and sustainability.

Research Questions

- What are the key components of effective supply chain collaboration in the food and beverage industry?
- How can technology and data analytics be leveraged to improve supply chain collaboration and decision-making?
- What role do strategic partnerships and alliances play in enhancing supply chain efficiency and competitiveness?
- How can food and beverage companies align their supply chain strategies with sustainability goals to meet consumer and regulatory expectations?
- What are the best practices for managing relationships and communication with supply chain partners to optimize collaboration?

2.2. Research Objectives

- To determine and analyze the essential elements that contribute to successful collaboration within supply chains in the food and beverage industry. This includes understanding the roles of trust, communication, coordination, and shared goals.
- To explore how advanced technologies and data analytics tools can be utilized to enhance supply chain collaboration and decision-making. This objective focuses on identifying technological solutions that facilitate better data sharing, forecasting, and operational efficiency.
- To evaluate how forming strategic partnerships and alliances can improve supply chain efficiency and competitiveness. This includes examining how collaborative relationships with suppliers, distributors, and other stakeholders contribute to better performance and market advantage.
- To investigate how food and beverage companies can integrate sustainability objectives into their supply chain strategies. This objective aims to understand how alignment with environmental and social goals can meet consumer and regulatory expectations while

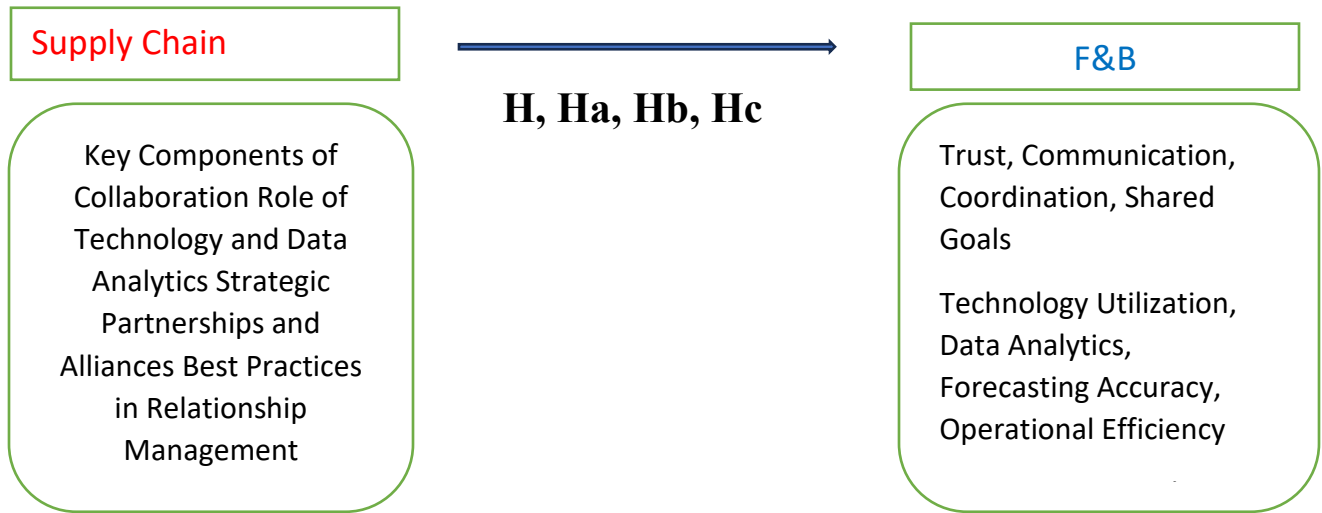
enhancing overall supply chain performance.

- To identify and document best practices for managing relationships and communication with supply chain partners. This includes exploring effective methods for maintaining positive relationships, resolving conflicts, and ensuring transparent and efficient communication.

2.3. Research Hypotheses

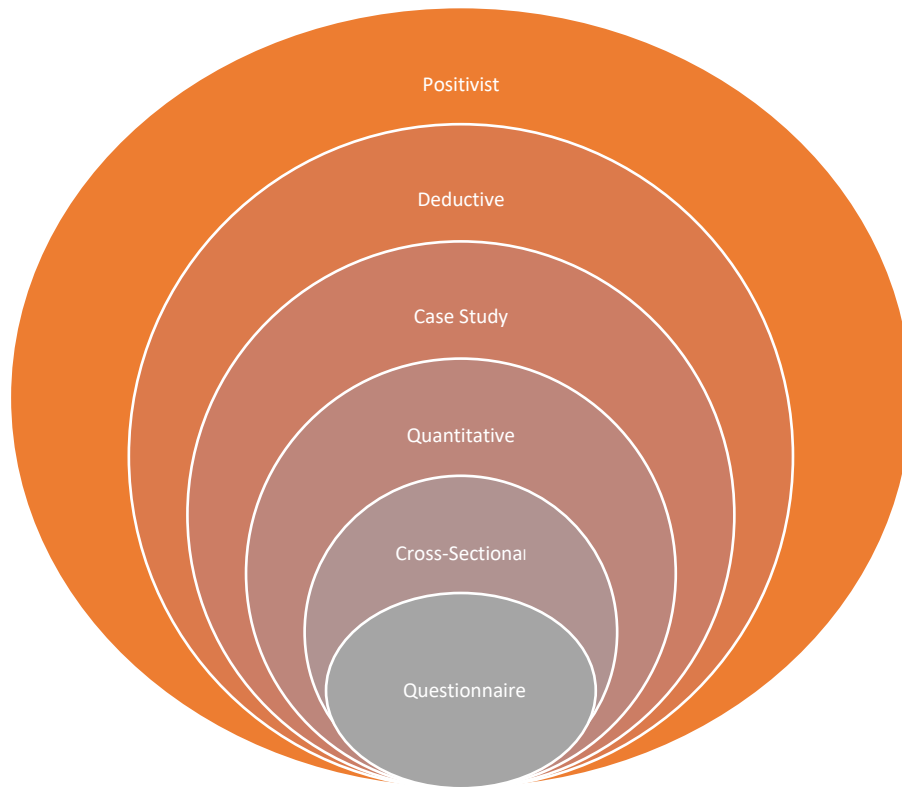
- **H1:** Effective supply chain collaboration in the food and beverage industry is positively associated with key components such as trust, communication, coordination, and shared goals. Companies that excel in these areas will experience enhanced competitiveness and market performance.
- **H2:** The utilization of advanced technologies and data analytics tools significantly improves supply chain collaboration and decision-making in food and beverage companies. Firms that effectively leverage these technologies will achieve greater operational efficiency and market performance.
- **H3:** Strategic partnerships and alliances within the supply chain enhance supply chain efficiency and competitiveness in the food and beverage industry. Companies with strong collaborative relationships with key stakeholders will show improved performance metrics and market position.
- **H4:** Aligning supply chain strategies with sustainability goals positively impacts consumer perceptions and regulatory compliance, leading to improved overall performance and market competitiveness for food and beverage companies.
- **H4:** Aligning supply chain strategies with sustainability goals positively impacts consumer perceptions and regulatory compliance, leading to improved overall performance and market competitiveness for food and beverage companies.
- **H5:** Implementing best practices for managing relationships and communication with supply chain partners leads to more effective collaboration and improved supply chain performance. Food and beverage companies that excel in relationship management will experience better operational outcomes and enhanced market competitiveness.

2.4. Research Model



Research Methodology

- Research Philosophy: Positivist.
- Research Approach: Deductive.
- Research Strategy: Case Study.
- Research Choice: Quantitative.
- Time Horizon: Cross-Sectional.
- Data Collection and Analysis Techniques: Statistical Analysis of Survey (Questionnaire).



Scope of The Study

FB Chain is a revolutionary B2B multichannel sourcing platform dedicated to streamlining wholesale trade in the food and consumer goods sector. Designed to bridge the gap between genuine buyers and authorized suppliers across the Kingdom of Saudi Arabia, FB Chain offers a dynamic solution to meet the ever-changing demands of the market.

2.5. The Suggested Project Structure



3.Chapter 2: Literature Review

1.3 Introduction

Today the new source of business competition lies outside the walls of organizations, and is determined by how effectively companies link their operations with their supply chain partners such as suppliers, distributors, wholesalers, retailers and end customers (Sonja, Sohal, & Baihaqi, 2007). The forward-looking enterprises today are dynamic; they collaborate with suppliers, customers and even with competitors; share information and knowledge aiming to create a collaborative supply chain that is capable of competing if not leading the particular industry (Koh et al., 2007). Supply chain collaboration has become an integral part of supply chain management (Matopoulos et al., 2007). In the past decade “collaboration” has made the transition from being a purely theoretical concept to becoming a widely adopted supply chain practice (Wiengarten, Humphreys, Cao, Fynes, & McKittrick, 2010). Increased competition and the widespread availability of web-based technologies have led to a rise in supply chain collaboration across a wide range of industry sectors such as the automotive industry (Ireland, 1999; Bagchi & Skjott-Larsen, 2005). Collaboration can be simply understood as a process of decision-making among interdependent parties across the many tiers in the supply chain, which involves joint ownership of decisions and collective responsibility for outcomes (Stank et al., 2001). Collaboration is defined as two or more companies sharing the responsibility of exchanging common planning, management, execution, and performance measurement information (Anthony, 2000). The general idea is that much can be gained from collaborating with supply chain partners. Kenya’s economy has remained largely agriculture based and industrialization remains a key factor in Kenya’s development plans (Government of Kenya, 2007). Food production has always been a precondition for the development of civilization (Kenya Institute for Public Policy Research and Analysis, 2013). According to Munguti, (2013) food processing covers: foods, beverages, dairy, vegetable oil, grain milling, baking and confectionery, fruits and

vegetables, meat and fish, honey, nuts, mushroom, etc. Food sector constitutes about a third of the manufacturing sector in Kenya and that the sector adds value to agricultural produce and therefore its success depends on efficient agriculture sector. The Manufacturing sector contributes about 10% of the Kenya's GDP of which the food sector contributed about a third (33.4%) of the total manufacturing production in 2009. The food processing sector can therefore be a key driver of the economic growth and growth in this sector can have a direct and significant impact on the whole Kenya's economy.

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in 2002 . The implementation of RFID has been suggested as a good solution to enable tracing capability in the SC of the food and beverage industry.

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1.4 The supply chains

1.2.1 Key Principles of Lean Supply Chain Management

1. Eliminate Waste:
 - Identify and remove non-value-adding activities, such as excess inventory, unnecessary transportation, and delays in processes. Waste can take many forms, including overproduction, waiting times, and defects.
2. Build Quality In:
 - Integrate quality assurance processes within the supply chain to prevent defects and ensure that products meet customer expectations. This proactive approach reduces rework and enhances customer satisfaction.
3. Create Flow:
 - Establish a smooth and continuous flow of materials and information throughout the supply chain. This involves optimizing processes to eliminate bottlenecks and ensuring that all components are aligned and connected.
4. Pull System:
 - Implement a pull-based system where production is driven by actual customer demand rather than forecasts. This minimizes excess inventory and ensures that resources are allocated efficiently.
5. Continuous Improvement (Kaizen):

- Foster a culture of ongoing improvement by encouraging all employees to identify problems and suggest solutions. This iterative approach helps organizations adapt to changing conditions and enhance overall efficiency.

1.2.2 Benefits of Lean Supply Chain Management

- **Cost Reduction:** By eliminating waste and optimizing processes, organizations can significantly lower operational costs, enhancing profitability.
- **Improved Efficiency:** Lean principles streamline operations, leading to faster cycle times and better resource utilization.
- **Enhanced Quality:** A focus on quality control results in fewer defects and higher-quality products, improving customer satisfaction.
- **Increased Flexibility:** Lean supply chains are more responsive to changes in customer demand, allowing businesses to adapt quickly to market fluctuations.
- **Higher Customer Satisfaction:** By delivering products that meet customer needs promptly, companies can foster loyalty and repeat business.

Challenges of Lean Supply Chain Management

- **Risk of Stock-outs:** Lean supply chains may be more vulnerable to stock-outs due to reduced inventory levels. This can occur if demand unexpectedly surges or if suppliers face disruptions.
- **Dependency on Suppliers:** A lean approach often relies on fewer suppliers, which can increase vulnerability to supply chain disruptions.
- **Implementation Complexity:** Transitioning to a lean supply chain requires a cultural shift and may involve significant changes to existing processes, which can be challenging to manage.

1. Value Stream Mapping:

- Analyze the entire supply chain to identify areas of waste and opportunities for improvement. This visual representation helps teams understand the flow of materials and information.

2. Just-In-Time (JIT) Inventory:

- Adopt JIT practices to minimize inventory levels and reduce carrying costs. This approach ensures that materials arrive just as they are needed in the production process.

3. Supplier Collaboration:

- Foster strong relationships with suppliers to enhance communication and ensure alignment on quality and delivery expectations.

4. Employee Training:

- Train employees on lean principles and practices to empower them to contribute to continuous improvement efforts.

5. Use of Technology:

- Implement digital tools and technologies, such as inventory management systems and data analytics, to enhance visibility and streamline operations.

1.2.3 Key Principles of TQM in Supply Chain Management

1. Customer-Centric Approach:

- TQM focuses on understanding and meeting customer needs and expectations. This involves actively engaging with customers to gather feedback and align supply chain processes accordingly, aiming not just to meet but to exceed customer expectations.

2. Continuous Improvement (Kaizen):

- A core principle of TQM is the relentless pursuit of improvement in all aspects of supply management. This includes identifying inefficiencies and implementing systematic changes using tools like Six Sigma, Lean methodologies, and the Plan-Do-Check-Act (PDCA) cycle.

3. Process-Oriented Thinking:

- TQM emphasizes viewing the supply chain as a series of interconnected processes. Each process is analyzed to identify bottlenecks and redundancies. By optimizing these processes, the overall efficiency and responsiveness of the supply chain are enhanced.

4. Supplier Collaboration:

- Recognizing that the quality of inputs directly impacts the final product, TQM fosters strong collaborative relationships with suppliers. This involves open communication, joint quality improvement initiatives, and regular evaluations to ensure suppliers meet quality standards.

5. Data-Driven Decision Making:

- TQM relies on data and metrics to inform decisions. Supply chain teams collect and analyze data related to key performance indicators (KPIs) such as lead times,

defect rates, and inventory turnover, enabling proactive problem-solving and strategic planning.

6. Employee Involvement:

- TQM encourages the involvement and empowerment of employees at all levels. Cross-functional teams are formed to address supply chain challenges, and employees are encouraged to contribute ideas for improvement, enhancing morale and harnessing their expertise.

7. Training and Development:

- Continuous training is essential for fostering a culture of quality. Employees need to be equipped with the skills and knowledge necessary to implement TQM principles effectively.

1.2.4 Importance of TQM in Supply Chain Management

- Enhanced Quality: TQM ensures that quality is maintained throughout the supply chain, leading to higher-quality products and services.
- Increased Efficiency: By streamlining processes and eliminating waste, TQM improves operational efficiency and reduces costs.
- Improved Customer Satisfaction: A focus on quality and continuous improvement leads to better customer experiences and increased loyalty.
- Competitive Advantage: Organizations that implement TQM effectively can differentiate themselves in the market through superior quality and customer service.

Challenges in Implementing TQM in Supply Chains

- Cultural Resistance: Changing organizational culture to embrace TQM principles can be challenging, as it requires buy-in from all employees.
- Resource Intensive: Implementing TQM may require significant investment in training, technology, and process redesign.
- Complexity in Measurement: Measuring the effectiveness of TQM initiatives can be complex, as it involves various qualitative and quantitative factors.

Implementation Strategies for TQM in Supply Chain Management

1. Leadership Commitment: Strong leadership is crucial for driving TQM initiatives. Leaders must communicate the vision and importance of quality to all employees.
2. Develop a TQM Framework: Establish a structured framework that outlines the TQM processes, roles, and responsibilities within the supply chain.

3. Engage Stakeholders: Involve all stakeholders, including suppliers and customers, in the TQM process to ensure alignment and collaboration.
4. Utilize Technology: Leverage technology to facilitate data collection, analysis, and communication across the supply chain.
5. Continuous Training and Development: Provide ongoing training to employees to equip them with the necessary skills to implement TQM principles effectively.
6. Monitor and Adjust: Regularly review TQM processes and outcomes, making adjustments as needed to address challenges and capitalize on opportunities for improvement.

1.2.5 Six Sigma for Supply Chain

Six Sigma is a data-driven methodology used to improve supply chain processes by identifying and eliminating defects. It follows the DMAIC framework:

1. Define: Clearly define the problem and goals.
2. Measure: Collect and analyze data to understand the current process.
3. Analyze: Identify the root causes of defects and inefficiencies.
4. Improve: Implement solutions to address the root causes.
5. Control: Monitor the improved process to ensure sustained performance.

Key Principles

- Focus on the Customer: Understand and meet customer requirements.
- Data-Driven Decision Making: Rely on data and facts rather than assumptions.
- Process Improvement: Continuously improve processes to reduce variation and defects.
- Collaborative Teamwork: Bring together cross-functional teams to solve problems.

Benefits of Six Sigma in Supply Chain

- Reduced Costs: Eliminate waste and inefficiencies to lower operational costs.
- Improved Quality: Reduce defects and improve product/service quality.
- Increased Efficiency: Streamline processes for faster cycle times.
- Enhanced Customer Satisfaction: Meet or exceed customer expectations.
- Competitive Advantage: Differentiate through superior quality and reliability.

1.1.3 Six Sigma Tools and Techniques

- SIPOC (Suppliers, Inputs, Process, Outputs, Customers): Map the high-level process.

- Process Mapping: Visualize the detailed steps in a process.
- Cause-and-Effect Diagram: Identify potential root causes of defects.
- Pareto Chart: Identify the vital few factors causing the most issues.
- Statistical Process Control (SPC): Monitor process performance over time.
- Design of Experiments (DOE): Test multiple factors to optimize processes.

Implementing Six Sigma in Supply Chain

1. Secure Leadership Commitment: Gain support from executives to drive the initiative.
2. Establish a Six Sigma Infrastructure: Appoint champions, sponsors, and project teams.
3. Provide Training: Educate employees on Six Sigma principles and tools.
4. Identify Projects: Select high-impact projects aligned with business goals.
5. Measure Performance: Track key metrics to quantify improvements.
6. Sustain the Gains: Institutionalize new processes and continuously improve.

Six Sigma is often combined with Lean principles to create Lean Six Sigma, which focuses on eliminating waste while reducing variation. Together, these methodologies help organizations optimize their supply chain processes for superior quality, efficiency, and customer satisfaction.

Definition of Digital Supply Chain Management

Digital Supply Chain Management is the practice of using digital tools and technologies to oversee, evaluate, and manage supply chain processes. This includes leveraging data analytics, the Internet of Things (IoT), artificial intelligence (AI), and blockchain technology to improve decision-making, streamline operations, and enhance customer satisfaction. DSCM transforms traditional supply chains, which often rely on manual processes and linear workflows, into dynamic, interconnected systems that can respond quickly to changing market conditions.

Key Components of Digital Supply Chain Management

1. Data Analytics and Business Intelligence:
 - Utilizes data analytics tools to forecast demand, monitor performance, and identify trends. Business intelligence platforms enable companies to visualize critical metrics and make informed decisions based on historical data.
2. Internet of Things (IoT):
 - IoT devices, such as sensors and RFID tags, provide real-time tracking of goods as they move through the supply chain. This technology improves inventory management and enhances operational efficiency by delivering accurate updates on stock levels and locations.

3. Artificial Intelligence (AI) and Machine Learning (ML):

- AI and ML algorithms optimize logistics and distribution processes by automating decision-making, improving route planning, and enhancing delivery efficiency. For example, companies like UPS use AI to optimize delivery routes, resulting in significant cost savings and reduced fuel consumption.

4. Blockchain Technology:

- Blockchain enhances transparency and security in supply chain transactions. It allows for secure tracking of products from origin to destination, ensuring authenticity and compliance. This technology is particularly valuable in industries like food and pharmaceuticals, where traceability is crucial.

5. Cloud Computing:

- Cloud-based platforms enable real-time collaboration and data sharing among supply chain partners. This facilitates better communication and coordination, leading to more efficient operations.

Benefits of Digital Supply Chain Management

- **Increased Efficiency:** Automation of processes reduces manual errors and speeds up operations, leading to faster order fulfillment and lower operational costs.
- **Enhanced Visibility:** Real-time tracking and data analytics provide greater visibility into supply chain operations, allowing for proactive decision-making and improved responsiveness to disruptions.
- **Improved Customer Satisfaction:** Digital supply chains enable companies to offer personalized services, such as tailored delivery options and real-time updates, enhancing the overall customer experience.
- **Cost Reduction:** By optimizing inventory levels and streamlining logistics, companies can significantly reduce costs associated with excess inventory and inefficient processes.
- **Data-Driven Decision Making:** Access to real-time data and analytics empowers supply chain managers to make informed decisions based on accurate insights, improving overall performance.

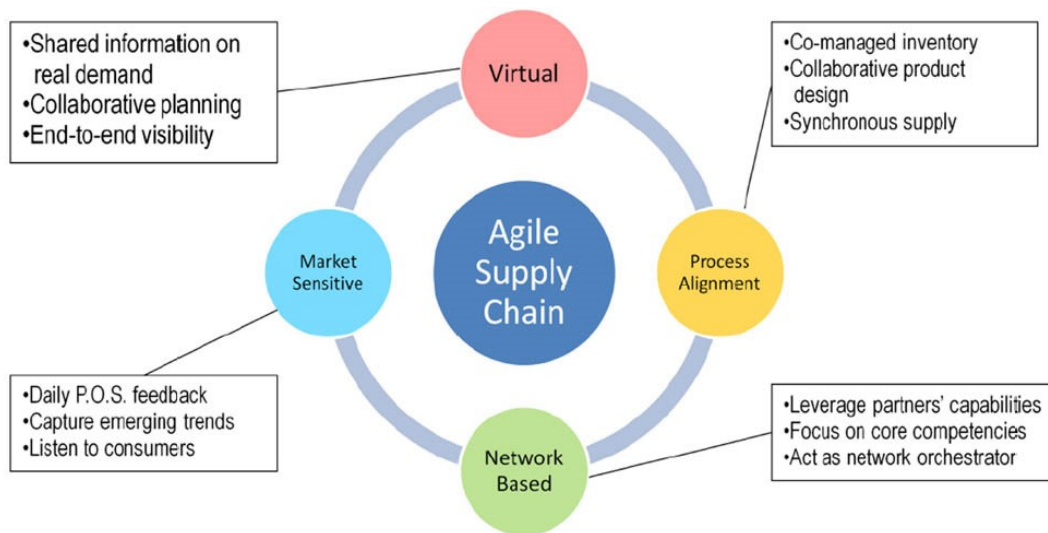
1.2.6 Challenges of Digital Supply Chain Management

- **Cybersecurity Risks:** Increased reliance on digital technologies exposes supply chains to cybersecurity threats. Companies must implement robust security measures to protect sensitive data and systems.
- **Integration Complexity:** Integrating new digital technologies with existing systems can be complex and may require significant investment in training and infrastructure.

- **Change Management:** Transitioning to a digital supply chain requires a cultural shift within the organization, as employees must adapt to new processes and technologies.
- **Data Management:** The vast amounts of data generated by digital supply chains can be overwhelming. Companies need effective data management strategies to ensure data quality and usability.

Future Trends in Digital Supply Chain Management

- **Supply Chain 4.0:** This concept refers to the next generation of supply chain management that leverages advanced technologies like AI, IoT, and big data analytics to create smart, autonomous supply chains.
- **Increased Automation:** The use of robotics and automation in warehousing and logistics will continue to grow, enhancing efficiency and reducing labor costs.
- **Sustainability Focus:** Digital supply chains will increasingly prioritize sustainability, using technology to minimize environmental impact and improve resource efficiency.
- **Enhanced Collaboration:** Digital platforms will facilitate greater collaboration among supply chain partners, enabling more integrated and responsive supply chain networks.
- **Predictive Analytics:** Companies will increasingly use predictive analytics to anticipate demand fluctuations and optimize inventory management, **leading to more agile supply chains.**



1.5 The food sector

Overview of the Food Sector

The food sector is a multifaceted industry that includes various activities related to food production and consumption. It can be broadly categorized into several key components:

1.3.1 Primary Food Processing:

- This involves the initial transformation of raw agricultural products into forms that can be consumed or further processed. Examples include:
- Milling grain into flour
- Butchering livestock
- Freezing fruits and vegetables
- Canning and pasteurizing foods

1.3.2 Secondary Food Processing:

- This involves taking processed ingredients and turning them into familiar food products. Examples include:
- Baking bread from flour
- Making cheese from milk
- Fermenting vegetables into pickles

1.3.4 Tertiary Food Processing:

- This refers to the commercial production of ready-to-eat or ultra-processed foods, such as:
- Frozen meals
- Snack foods
- Soft drinks
- Methods of Food Processing
- Food processing employs a variety of methods, including:
- Heating: Cooking methods such as boiling, baking, and frying that can enhance flavor and kill harmful bacteria.
- Cooling and Freezing: Techniques that preserve food by slowing down microbial growth.
- Fermentation: A natural process used to produce foods like yogurt, sauerkraut, and alcoholic beverages.
- Dehydration: Removing moisture from food to prevent spoilage, as seen in dried fruits and jerky.

- Canning and Bottling: Sealing food in containers to create a vacuum that prevents spoilage.
- Irradiation: Using ionizing radiation to kill bacteria and extend shelf life.
- Benefits of Food Processing
- Food Safety: Processing methods such as pasteurization and canning help eliminate pathogens and reduce the risk of foodborne illnesses.
- Extended Shelf Life: Preservation techniques allow food to be stored for longer periods, reducing waste and improving food security.
- Nutritional Enhancement: Food processing can fortify products with vitamins and minerals, improving overall dietary quality.
- Convenience: Processed foods offer convenience for consumers, providing ready-to-eat or easy-to-prepare options.
- Variety and Availability: Processing enables a diverse range of food products to be available year-round, regardless of seasonal limitations.
- Challenges in Food Processing
- Nutrient Loss: Some processing methods can lead to the degradation of essential nutrients, particularly vitamins.
- Health Concerns: The rise of ultra-processed foods has raised concerns about their contribution to obesity and chronic diseases due to high levels of sugar, salt, and unhealthy fats.
- Environmental Impact: Food processing can contribute to environmental issues, such as waste generation and energy consumption.
- Consumer Perception: There is often confusion and concern among consumers regarding the safety and health implications of processed foods.
- Innovations in Food Processing
- The food processing industry continues to evolve with advancements in technology and consumer preferences:
- Smart Processing Technologies: Innovations such as IoT devices and data analytics enhance monitoring and control of processing operations, improving efficiency and quality.
- Sustainable Practices: Many companies are adopting eco-friendly practices, such as reducing energy consumption and minimizing waste during processing.

Alternative Proteins:

The rise of plant-based and lab-grown proteins is transforming food processing, catering to the growing demand for sustainable and ethical food options.

1.3.4 Manufacturing Processes

Manufacturing processes can be broadly categorized into several methods:

1. Subtractive Manufacturing:
 - Involves removing material from a solid block to create a desired shape, such as machining, drilling, and milling.
2. Additive Manufacturing:
 - Also known as 3D printing, this process builds products layer by layer from raw materials, allowing for complex geometries and customization.
3. Forming:
 - Involves shaping materials through processes such as forging, casting, and extrusion.
4. Joining:
 - Involves assembling parts together using techniques such as welding, soldering, and adhesive bonding.
5. Finishing:
 - Refers to processes that enhance the appearance and surface quality of products, including painting, polishing, and coating.

Economic Impact of Manufacturing

- **Contribution to GDP:** Manufacturing is a significant contributor to the gross domestic product (GDP) of many countries. In the U.S., for example, manufacturing accounted for approximately 11.4% of GDP in 2022.
- **Employment:** The manufacturing sector provides millions of jobs worldwide, offering a wide range of employment opportunities from skilled trades to engineering and management positions.
- **Innovation:** Manufacturing drives technological advancements and innovation, leading to the development of new products and processes that enhance productivity and competitiveness.
- **Trade:** Manufactured goods are a major component of international trade, with countries exporting and importing a wide variety of products.

Current Trends in Manufacturing

1.3.5 Digital Transformation:

The integration of digital technologies, such as the Internet of Things (IoT), artificial intelligence (AI), and big data analytics, is revolutionizing manufacturing. Smart factories utilize connected devices to optimize production processes and improve decision-making.

Sustainability: There is a growing emphasis on sustainable manufacturing practices, including waste reduction, energy efficiency, and the use of renewable materials. Companies are increasingly adopting circular economy principles to minimize environmental impact.

Customization and Personalization:

Advances in technology allow for greater customization of products to meet individual customer preferences. Mass customization enables manufacturers to produce tailored products at scale.

Reshoring:

The trend of bringing manufacturing operations back to domestic locations is gaining momentum, driven by factors such as supply chain disruptions, rising labor costs abroad, and a desire for greater control over production.

Workforce Development:

As manufacturing becomes more technologically advanced, there is a growing need for skilled workers. Companies are investing in training and development programs to equip employees with the necessary skills for modern manufacturing environments

Definition of Food Service

The food service industry refers to all activities involved in preparing and serving food and beverages to customers. This includes a wide range of establishments, from restaurants and cafes to catering services and institutional cafeterias. The primary goal of the food service industry is to provide high-quality food and beverages that meet consumer needs and preferences.

Types of Food Service Establishments

The food service industry includes various types of establishments, each catering to different consumer segments and dining experiences:

1. Full-Service Restaurants:

- These establishments offer a complete dining experience with table service. They range from fine dining to casual dining and provide a diverse menu, including appetizers, main courses, and desserts.

2. Quick-Service Restaurants (QSR):

- Often referred to as fast food, QSRs focus on speed and convenience, offering limited menus with items like burgers, fries, and sandwiches. They typically have a drive-thru or take-out options.

3. Cafeterias:

- Cafeterias serve food in a self-service format, allowing customers to choose from various options. They are commonly found in schools, hospitals, and corporate settings.
4. Food Trucks and Stands:
 - Mobile food vendors that offer a variety of dishes, often specializing in specific cuisines. Food trucks have gained popularity for their convenience and unique offerings.
 5. Catering Services:
 - Catering businesses provide food and beverage services for events, parties, and corporate functions. They may offer on-site preparation or deliver pre-prepared meals.
 6. Bakeries and Coffee Shops:
 - These establishments focus on baked goods, pastries, and beverages. They often serve as casual dining spots for breakfast or snacks.

Economic Impact of the Food Service Industry

- **Employment:** The food service industry is one of the largest employers in many countries. In the U.S., it employs approximately 15.6 million people, accounting for about 10.5% of the total workforce. This sector offers various job opportunities, from entry-level positions to management roles.
- **Revenue Generation:** The global food service market was valued at approximately \$3.23 trillion in 2023 and is projected to grow significantly in the coming years. In the U.S. alone, the food service industry generates over \$780 billion annually.
- **Contribution to GDP:** The food service industry contributes significantly to the gross domestic product (GDP) of many countries. In the U.S., it represents about 4% of the total GDP.

Trends in the Food Service Industry

Health and Wellness:

- There is a growing demand for healthier menu options, including plant-based and organic foods. Consumers are increasingly conscious of their dietary choices, prompting food service providers to adapt their offerings.
2. Sustainability:

- The industry is moving toward more sustainable practices, such as reducing food waste, sourcing local ingredients, and using eco-friendly packaging. Consumers are increasingly seeking out businesses that prioritize sustainability.
3. Experiential Dining:
 - Many restaurants are focusing on creating unique dining experiences that go beyond just food. This includes themed restaurants, interactive dining, and events that engage customers.
 4. Globalization of Cuisine:
 - The food service industry is seeing an increase in the availability of diverse cuisines, reflecting the growing multicultural population and the demand for unique culinary experiences.

Challenges in the Food Service Industry

1. Labor Shortages:
 - The food service industry often faces challenges in recruiting and retaining skilled workers. High turnover rates and labor shortages can impact service quality and operational efficiency.
2. Food Safety Regulations:
 - Compliance with food safety regulations is critical to protecting public health. Food service establishments must adhere to strict guidelines to prevent foodborne illnesses.
3. Economic Fluctuations:
 - The food service industry is sensitive to economic changes, with consumer spending on dining out often fluctuating based on economic conditions.
4. Competition:
 - The industry is highly competitive, with numerous establishments vying for customers. Food service providers must continually innovate and differentiate themselves to attract and retain patrons.

1.2.6 Overview of Food Retail

The food retail industry encompasses all businesses that sell food and beverages to consumers for preparation and consumption off-premises. This includes grocery stores, supermarkets, convenience stores, warehouse clubs, and online retailers. Key players in the U.S. food retail industry by revenue include:

1. Walmart & Sam's Club: \$433.9 billion

2. Amazon: \$236.28 billion
3. Kroger: \$132.5 billion
4. Costco: \$122.14 billion

Types of Food Retailers

1. Conventional Supermarkets: Traditional grocery stores with a large product selection (e.g. Kroger)
2. Limited Assortment Supermarkets: Offer fewer items than conventional supermarkets (e.g. Trader Joe's)
3. Supercenters: Hybrid grocery and general merchandise stores (e.g. Walmart)
4. Warehouse Clubs: Require annual membership for bulk item purchases (e.g. Costco)
5. Convenience Stores: Quick service grocery stores with easy access (e.g. QuikTrip)

Industry Trends

1. Growth of Limited Assortment Stores: Smaller format stores like Trader Joe's offering unique experiences and private label brands are gaining market share.
2. Increasing Health & Wellness Focus: Consumers are demanding more natural, organic, and minimally processed foods. Large grocers are expanding their natural/organic offerings.
3. Rise of E-commerce: Online grocery shopping is growing rapidly, with Amazon and other retailers investing heavily in e-commerce and delivery.
4. Sustainability Initiatives: Food retailers are adopting eco-friendly packaging, reducing waste, and offering more local and organic produce.
5. Personalization & Data Analytics: Grocers are using AI, loyalty programs, and smart shelves to provide personalized experiences and optimize operations

1.15 Definition of Distribution and Logistics

Distribution refers to the process of delivering products from manufacturers or suppliers to end consumers or retail locations. It encompasses various activities, including transportation, warehousing, inventory management, and order fulfillment. Logistics is a broader term that includes the planning, implementation, and control of the flow of goods, services, and information throughout the supply chain. It covers everything from procurement and transportation to warehousing and distribution.

Key Processes in Distribution and Logistics

1. Transportation:

- The movement of goods via various modes, including road, rail, air, and water. Transportation decisions involve selecting the most efficient routes and methods to minimize costs and delivery times.
2. Warehousing:
 - The storage of goods in facilities designed to hold inventory until it is needed. Effective warehousing involves managing space, inventory levels, and order picking processes.
 3. Inventory Management:
 - The process of overseeing and controlling stock levels to ensure that products are available when needed while minimizing excess inventory. Techniques include Just-In-Time (JIT) inventory and Economic Order Quantity (EOQ).
 4. Order Fulfillment:
 - The complete process of receiving, processing, and delivering customer orders. This includes picking items from inventory, packing them for shipment, and coordinating delivery.
 5. Distribution Network Design:
 - The planning of the distribution network, including the location of warehouses, distribution centers, and transportation routes to optimize efficiency and service levels.

Technologies in Distribution and Logistics

1. Transportation Management Systems (TMS):
 - Software that helps companies plan, execute, and optimize the movement of goods. TMS solutions provide visibility into shipments, automate routing, and manage carrier relationships.
2. Warehouse Management Systems (WMS):
 - Software that supports warehouse operations, including inventory tracking, order picking, and shipping. WMS solutions enhance efficiency and accuracy in warehouse management.
3. Real-Time Tracking:
 - Technologies such as GPS and RFID enable real-time monitoring of shipments, providing visibility into the location and status of goods in transit.
4. Data Analytics:
 - Advanced analytics tools help organizations analyze data related to transportation, inventory, and order fulfillment, enabling data-driven decision-making.

5. Automation and Robotics:

- Automated systems and robotics are increasingly used in warehouses and distribution centers to improve efficiency, reduce labor costs, and enhance accuracy in order fulfillment.

Challenges in Distribution and Logistics

1. Supply Chain Disruptions:

- Events such as natural disasters, pandemics, and geopolitical tensions can disrupt supply chains, affecting the availability and delivery of goods.

2. Rising Costs:

- Increasing costs of transportation, labor, and materials can impact profitability. Companies must continuously seek ways to optimize their logistics processes to control costs.

3. Inventory Management:

- Balancing inventory levels to meet customer demand while minimizing excess stock can be challenging, particularly in volatile markets.

4. Customer Expectations:

- Consumers increasingly demand faster delivery times and greater transparency in the order fulfillment process, putting pressure on logistics providers to meet these expectations.

5. Sustainability:

- There is growing pressure on companies to adopt sustainable practices in their distribution and logistics operations, such as reducing carbon footprints and minimizing waste.

Trends in Distribution and Logistics

1. E-commerce Growth:

- The rise of online shopping has significantly impacted distribution logistics, leading to increased demand for fast and efficient delivery services.

2. Last-Mile Delivery Innovations:

- Companies are exploring new solutions for last-mile delivery, including drone delivery, autonomous vehicles, and crowd-sourced delivery services to enhance efficiency and reduce costs.

3. Sustainability Initiatives:

- Many organizations are implementing sustainable logistics practices, such as optimizing transportation routes, using eco-friendly packaging, and investing in green technologies.
4. Digital Transformation:
 - The adoption of digital technologies is transforming logistics operations, enabling greater visibility, automation, and data-driven decision-making.
 5. Collaboration and Partnerships:
 - Companies are increasingly collaborating with third-party logistics providers (3PLs) and other partners to enhance their distribution capabilities and improve service levels

Overview of Food Safety Regulations

Food safety regulations are laws and guidelines established by government agencies and international organizations to ensure that food is safe to eat. These regulations govern all aspects of food production, from growing and harvesting to processing, packaging, and distribution. The primary aim is to minimize the risk of foodborne illnesses and protect consumers.

Key Regulatory Agencies

1. United States Food and Drug Administration (FDA):
 - The FDA is responsible for overseeing the safety of food products, including dietary supplements and bottled water. It enforces the Food Safety Modernization Act (FSMA), which emphasizes preventive controls and risk-based approaches to food safety.
2. United States Department of Agriculture (USDA):
 - The USDA regulates meat, poultry, and egg products. It ensures that these products are safe, wholesome, and accurately labeled. The USDA conducts inspections of food processing facilities and enforces food safety standards.
3. Centers for Disease Control and Prevention (CDC):
 - The CDC monitors foodborne illnesses and outbreaks, providing guidance and recommendations to prevent foodborne diseases. It plays a crucial role in public health education regarding food safety.
4. Food Standards Agency (FSA) (UK):
 - The FSA is responsible for food safety and hygiene in the UK. It enforces food safety regulations and provides guidance to food businesses to ensure compliance with safety standards.

5. European Food Safety Authority (EFSA):

- EFSA provides scientific advice and risk assessments on food safety issues in the European Union. It plays a key role in ensuring that food safety standards are met across EU member states.

Key Food Safety Regulations

1. Food Safety Modernization Act (FSMA):

- Enacted in the U.S. to shift the focus from responding to food safety issues to preventing them. FSMA establishes comprehensive preventive controls for food facilities and emphasizes food traceability.

2. Food Safety Act 1990 (UK):

- This act provides the framework for food safety legislation in the UK, ensuring that food is safe to eat, accurately labeled, and of the expected quality.

3. HACCP (Hazard Analysis Critical Control Point):

- A systematic preventive approach to food safety that identifies, evaluates, and controls hazards throughout the food production process. HACCP is widely adopted in food processing and service industries.

4. Food Labelling Regulations:

- Regulations that require food products to have accurate labels, including ingredients, allergens, nutritional information, and expiration dates to inform consumers and ensure transparency.

5. Traceability Requirements:

- Regulations that mandate food businesses to maintain records of the sources of their food products, allowing for quick identification and response in the event of a food safety issue.

Importance of Food Safety Regulations

- **Public Health Protection:** Food safety regulations are essential for preventing foodborne illnesses, which can lead to serious health complications and even fatalities. By enforcing safety standards, regulatory agencies help protect consumers from harmful pathogens and contaminants.
- **Consumer Confidence:** Adhering to food safety regulations fosters trust among consumers. When people know that food products are regulated and inspected, they are more likely to purchase and consume those products.

- **Market Access:** Compliance with food safety regulations is often a prerequisite for accessing domestic and international markets. Businesses that adhere to these standards can expand their market reach and enhance their competitiveness.
- **Reduction of Food Waste:** Effective food safety practices can reduce the incidence of foodborne illnesses, which in turn minimizes food waste associated with recalls and spoilage.

Challenges in Food Safety Regulation

- **Compliance Costs:** Small businesses may struggle to meet the financial and logistical demands of compliance with food safety regulations, which can be costly and complex.
- **Global Supply Chains:** The increasing complexity of global food supply chains makes it challenging to ensure consistent compliance with safety standards across different countries and jurisdictions.
- **Evolving Threats:** New food safety threats, such as emerging pathogens and changes in consumer behavior, require continuous updates and adaptations to existing regulations.

• **The relationship between the supply chain and the food sector**

The food supply chain encompasses all processes involved in the production, processing, distribution, and consumption of food. It includes various stages:

1. **Production:** This is the initial stage where raw materials (such as crops and livestock) are cultivated and harvested.
2. **Processing:** Raw food materials are transformed into consumable products through various methods, including cooking, packaging, and preservation.
3. **Distribution:** Processed foods are transported from manufacturers to retailers and ultimately to consumers. This stage involves logistics management to ensure timely and safe delivery.
4. **Retailing:** Food products are sold to consumers through various outlets, including supermarkets, grocery stores, and online platforms.
5. **Consumption:** The final stage where consumers purchase and consume food products.

Key Relationships

1. **Efficiency and Quality:**
 - An efficient supply chain is crucial for maintaining food quality and safety. Delays or disruptions in any part of the supply chain can lead to spoilage, contamination, and foodborne illnesses, affecting consumer health and trust in food products.

2. Sustainability:

- The food supply chain must adapt to sustainability challenges, including waste reduction and environmental impact. Sustainable practices in supply chain management can enhance food security by ensuring that food is produced and distributed in an environmentally friendly manner.

3. Technology Integration:

- Advanced technologies, such as IoT, big data analytics, and automation, are increasingly used in food supply chains to improve tracking, forecasting, and decision-making. These technologies enhance operational efficiency and responsiveness to consumer demands.

4. Collaboration and Relationships:

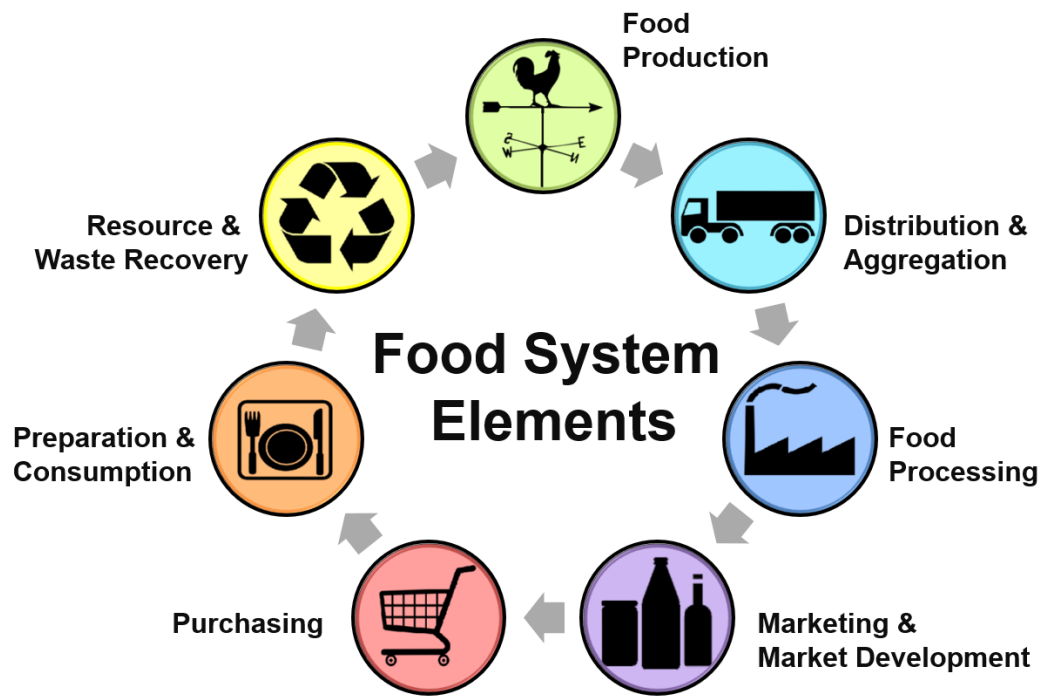
- Strong relationships among stakeholders (producers, processors, distributors, and retailers) are essential for effective supply chain management. Trust and communication among these parties can lead to better coordination, improved quality, and reduced costs.

5. Economic Impact:

- The food supply chain significantly contributes to the economy by creating jobs, supporting local agriculture, and ensuring food availability. Effective supply chain management can enhance competitiveness within the food sector, benefiting both large firms and smallholders.

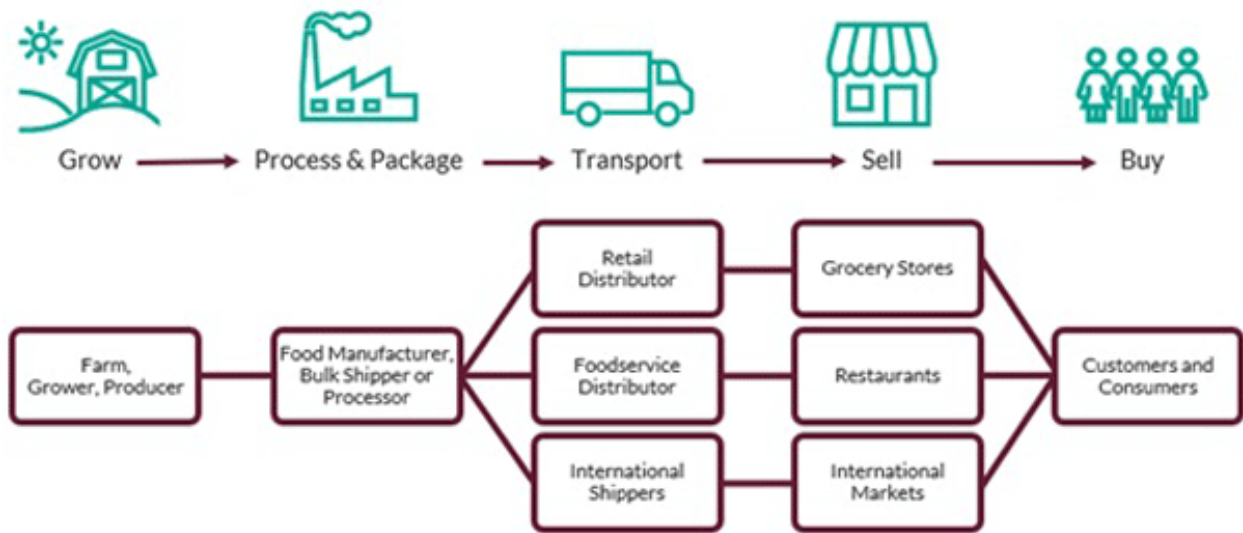
Challenges in the Food Supply Chain

- **Globalization:** The increasing complexity of global food supply chains poses challenges in terms of regulation, quality control, and traceability. Global sourcing can lead to vulnerabilities, especially during crises (e.g., pandemics, natural disasters) that disrupt supply routes.
- **Food Safety:** Ensuring food safety throughout the supply chain is paramount. Regulatory compliance and adherence to safety standards are necessary to prevent contamination and protect public health.
- **Consumer Expectations:** As consumers become more health-conscious and environmentally aware, they demand higher quality, transparency, and sustainability from food products. The supply chain must adapt to meet these evolving expectations.

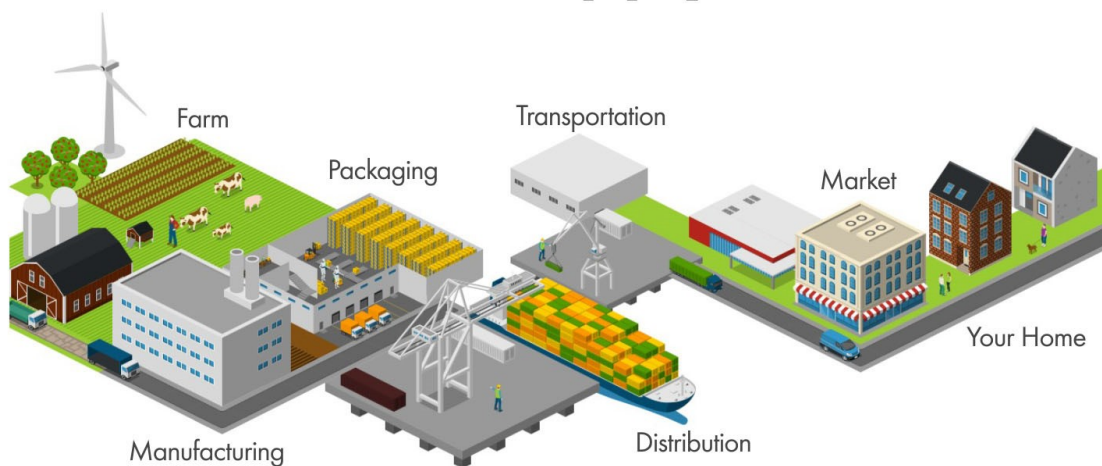


Adapted by Christy Shi, from Cornell University, Discovering the Food System; A Primer on Community Food Systems: Linking Food, Nutrition and Agriculture.

The Food Supply Chain



The Food Supply Chain



4.1 Conclusion

The relationship between the supply chain and the food sector is essential for ensuring the efficient and safe delivery of food products from producers to consumers. A well-functioning supply chain enhances food quality, safety, and sustainability while addressing the challenges of food waste, supply chain disruptions, and evolving consumer expectations. As the food industry continues to evolve, leveraging advanced technologies such as IoT, blockchain, and data analytics will be crucial for improving transparency, traceability, and operational efficiency within the supply chain. Additionally, fostering collaboration among all stakeholders—producers, processors, distributors, and retailers—will enhance coordination and responsiveness, ultimately leading to better outcomes for both businesses and consumers. In an increasingly complex and globalized market, effective supply chain management will play a pivotal role in ensuring food security, promoting sustainability, and meeting the demands of a diverse and health-conscious consumer base. By embracing innovation and sustainable practices, the food sector can navigate challenges and seize opportunities, contributing to a resilient and responsive food supply chain that benefits society as a whole. One of a business' main goals is the achievement of sustainable competitive advantages over its rivals. Domains of business environments, internal and external, can possibly be optimized to that purpose. The aim of our research was to investigate the impact of specific SCM practices formulating partners' relationship quality, in order to enhance business market positions. For competitive advantage to be achieved, businesses need to achieve high quality, flexibility, and rapid introduction of new products in specific markets. Thus, before examining firms' relationships and their impact on business' profitability and market share, high levels of quality, flexibility, and new product development time should be set. This can lead to better acknowledgement of organizations' competitive performance.

According to this paper's research hypotheses, from the agent-based analysis preceded, we clearly see that both partners' information sharing quality and strategic suppliers' partnership are highly connected with firm profitability and market share. This can only take place when an organization operates with high standards of competitive advantage, in terms of quality, flexibility and time to market. Moreover, by comparing both categories of partnership, the effect of partners' information and quality sharing can lead to slightly higher performance in profitability and market share, in a shorter amount of time. Thus, all four research hypotheses are verified since partners' information and quality sharing and strategic suppliers' partnership have positive impacts on firms' profitability and market share. The above occasion occurs when high standards of competitive advantage are met.

Moving in this respect, we found that strong relationships with key supply chain partners and suppliers can produce significant benefits for an organization. By significant benefits, we mean higher profitability and a share in the business market. Main findings of our paper, originated from the ABM, agree with McMurrian & Matulich who highlighted business' financial consequences due to unpleasant relationships with their partners, such as profitability abatement.

Even more, our proposed agent-based model's results are consistent with Kanagal and Miquel-Romero et al. concerning profitability and market share benefits for businesses with good partners' relationships. Apropos of supply chain businesses' relationships with suppliers, our agent-based model complies with Mitrega et al. findings. Mitrega et al. emphasized the importance of strong relationship building between supply chain firms and suppliers, which is crucial for their prosperity and should therefore be measured regularly.

However, this study has potential limitations which may restrain generalizations of our findings. For example, our research encompassed specific supply chain practices and sources of competitive advantage in a sample of agri-food firms in Greece. Conversely, other contingent factors contributing to business performance may enrich the conceptual framework of future studies in different national contexts.

3. Chapter 3: Research Methodology

3.1. Introduction

This section describes the research instruments that were used to collect the required data in order to answer the research questions and test the research hypotheses. Accordingly, the researcher relied on survey method in collecting the quantitative data via questionnaires. The following sections present the instruments that were used to measure the research variables.

3.2. Operational definitions for research variables

- **The supply chains:**

supply chain is a network of companies and people that are involved in the production and delivery of a product or service. The components of a supply chain include producers, vendors, warehouses, transportation companies, distribution centers, and retailers

- **Food sector**

A collection of all activities that facilitate the consumption and supply of food products and services across the world.

3.3. Research design (research onion)

This study uses a positivist paradigm with quantitative approach reinforcement. The research problems studied from a positivist view are based on the need to identify the underlying factors that influence the outcome. The selected research strategy is descriptive explanatory survey method, so that later can be explained the causal relationship between the variables studied through the development of concepts and research information.

- Research Philosophy: Positivist.
- Research Approach: Deductive.

- Research Strategy: Case Study.
- Research Choice: Quantitative.
- Time Horizon: Cross-Sectional.
- Data Collection and Analysis Techniques: Statistical Analysis of Survey (Questionnaire).
- Positivism Definition:

Positivism relies on the hypothetico-deductive method to verify a priori hypotheses that are often stated quantitatively, where functional relationships can be derived between causal and explanatory factors (independent variables) and outcomes (dependent variables) Park, Y. S., Konge, L., & Artino Jr, A. R. (2020).

Deductive:

Deductive research is a methodical approach in scientific inquiry that involves formulating hypotheses and testing them through experimentation to draw conclusions based on logical reasoning and evidence. AI generated definition based on: Research Methods for Cyber Security, 2017.

Case study: A case study is an appropriate research design when you want to gain concrete, contextual, in-depth knowledge about a specific real-world subject. It allows you to explore the key characteristics, meanings, and implications of the case. Case studies are often a good choice in a thesis or dissertation.

Quantitative research:

Quantitative research deals with numbers and statistics, while qualitative research deals with words and meanings. Quantitative methods allow you to systematically measure variables and test hypotheses. Qualitative methods allow you to explore concepts and experiences in more detail.

Cross-Sectional:

Cross-sectional time horizon in research refers to the use of cross-sectional data to analyze and understand phenomena at a specific point in time. It involves examining a sample of individuals, units, or variables at a single point in time to draw conclusions about a population or to make predictions.

Survey Method:

The methods used to collect survey data have evolved with the change in technology. From face-to-face surveys, telephonic surveys to now online and email surveys, the world of survey data collection has changed with time. Each survey data collection method has its pros and cons, and every researcher prefers gathering accurate information from the target sample.

3.4. Research population & Sampling methods and technique

This section provides information about the study population and sample. In addition, this section explains methods and techniques Which was developed to select the study sample and determine the sample size.

3.4.1 Research population

FB Chain is a revolutionary B2B multichannel sourcing platform dedicated to streamlining wholesale trade in the food and consumer goods sector. Designed to bridge the gap between genuine buyers and authorized suppliers across the Kingdom of Saudi Arabia, FB Chain offers a dynamic solution to meet the ever-changing demands of the market. Includes 30 employees' total.

Place of Research	Population
FB Chain is a revolutionary B2B located in Jeddah	30 Employees

3.4.2 Research Sample

The research population includes samples of employees. It consists of 30 employees.

3.4.3 Sampling Methods and Technique

Samples are taken from non-probability samples using convenience samples via a questionnaire.

3.5. Data collection method

Data collection is the process of collecting and evaluating information or data from multiple sources to find answers to research problems, answer questions, evaluate outcomes, and forecast trends and probabilities. It is an essential phase in all types of research, analysis, and decision-making, including that done in the social sciences, business, and universities.

3.5.1 Independent variable (Supply Chain)

The researcher relied on the questionnaire of Makinde, O., Mowandi, T., Munyai, T., & Ayomoh, M. (2020). Performance evaluation of the supply chain system of a food product. In order to measure the independent variable Supply Chain, in terms of one dimension with overall 12 items for the whole variable. The instrument type is 5 points Likert-scale type

Variable	Dimension	Number Of Items	Source
The supply chain	supply chain	12	Makinde, O., Mowandi, T., Munyai, T., & Ayomoh, M. (2020). Performance evaluation of the supply chain system of a food product.

3.5.2 The dependent variable (Employee Performance)

Baregheh, A., Rowley, J., Sambrook, S., & Davies, D. (2012). Innovation in food sector SMEs. *Journal of Small Business and Enterprise Development*, food product. In order to measure the dependent variable Food Sector, in terms of one dimension with overall 12 items for the whole variable. The instrument type is 5 points Likert-scale type

Variable	Dimension	Number Of Items	Source
The Food Sector	Food product	12	Baregheh, A., Rowley, J., Sambrook, S., & Davies, D. (2012). Innovation in food sector SMEs. <i>Journal of Small Business and Enterprise Development</i> , food product

3.6. Types of data

In this section, it presents the primary data and secondary data that were used in the research.

3.6.1 Primary data:

Primary data was collected by using a questionnaire as the main tool for the study. The questionnaire was carefully designed to cover all aspects of the research topic and achieving the objectives of the study. The questionnaire was distributed to a representative sample of those targeted, and it was obtained at a high response rate. A quantitative analysis of the collected primary data was conducted using advanced statistical programs. Indicators and metrics were extracted. Relevant statistics to draw results and conclusion.

3.6.2 Secondary data:

Previous studies related to the research topic were extensively researched. Research, books and articles were reviewed Scientific studies published in relevant journals. The information and data available on the website of the company institution under study were reviewed to understand the context and background Organizational and operational aspects of the topic under consideration. Secondary data was analyzed and interpreted in a systematic manner to build a strong theoretical framework that supports the field study and links the results with previous literature.

3.7. Statistical analysis procedures

This section will deal with statistical procedures for collecting practical data.

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, was used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

In order to test the research hypotheses, simple and multiple linear regression tests were employed to test research hypotheses and examine the relationships between variables. These tests help researchers determine the extent to which one variable predicts another, providing valuable insights into the research questions at hand.

utilizing these various statistical analyses within SPSS version 28, researchers can effectively analyze their data and derive meaningful interpretations to advance their research objectives.

3.8. Conclusion

The relationship between the supply chain and the food sector is essential for ensuring the efficient and safe delivery of food products from producers to consumers. A well-functioning supply chain enhances food quality, safety, and sustainability while addressing the challenges of food waste, supply chain disruptions, and evolving consumer expectations. As the food industry continues to evolve, leveraging advanced technologies such as IoT, blockchain, and data analytics will be crucial for improving transparency, traceability, and operational efficiency within the supply chain. Additionally, fostering collaboration among all stakeholders—producers, processors, distributors, and retailers—will enhance coordination and responsiveness, ultimately leading to better outcomes for both businesses and consumers. In an increasingly complex and globalized market, effective supply chain management will play a pivotal role in ensuring food security, promoting sustainability, and meeting the demands of a diverse and health-conscious consumer base. By embracing innovation and sustainable practices, the food sector can navigate challenges and seize opportunities, contributing to a resilient and responsive food supply chain that benefits society as a whole. One of a business' main goals is the achievement of sustainable competitive advantages over its rivals. Domains of business environments, internal and external, can possibly be optimized to that purpose. The aim of our research was to investigate the impact of specific SCM practices formulating partners' relationship quality, in order to enhance business market positions. For competitive advantage to be achieved, businesses need to achieve high quality, flexibility, and rapid introduction of new products in specific markets. Thus, before examining firms' relationships and their impact on business' profitability and market share, high levels of quality, flexibility, and new product development time should be set. This can lead to better acknowledgement of organizations' competitive performance.

According to this paper's research hypotheses, from the agent-based analysis preceded, we clearly see that both partners' information sharing quality and strategic suppliers' partnership are highly connected with firm profitability and market share. This can only take place when an organization operates with high standards of competitive advantage, in terms of quality, flexibility and time to market. Moreover, by comparing both categories of partnership, the effect of partners' information and quality sharing can lead to slightly higher performance in profitability and market share, in a shorter amount of time. Thus, all four research hypotheses are verified since partners' information and quality sharing and strategic suppliers' partnership have positive impacts on firms' profitability and market share. The above occasion occurs when high standards of competitive advantage are met.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the field study that were statistically analyzed using both: SPSS statistical package version 28, and Smart-PLS 3.0 program. The current chapter of statistical analysis includes descriptive statistics for the sample under study using SPSS V. 28. Testing the validity and reliability of the questionnaires used to collect the required data from the current study sample using PLS 3.0. In addition, to test the research hypotheses and the suitability of the model, a simple linear regression analysis was conducted via SPSS 28 and the statistical results were confirmed by using PLS 3.0 S

4.2. Sample profile (descriptive statistics for research sample)

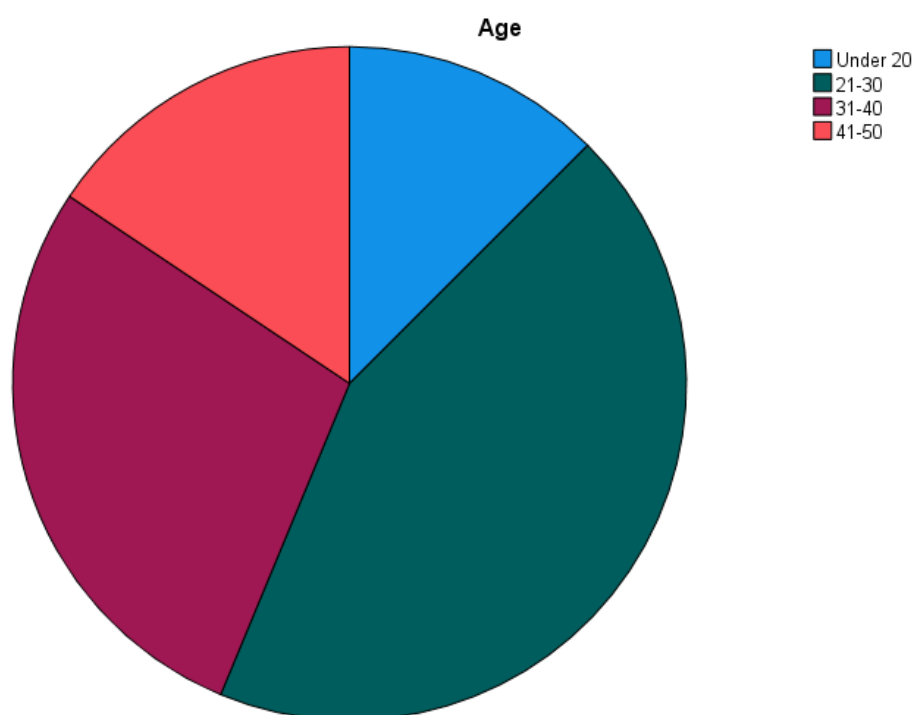
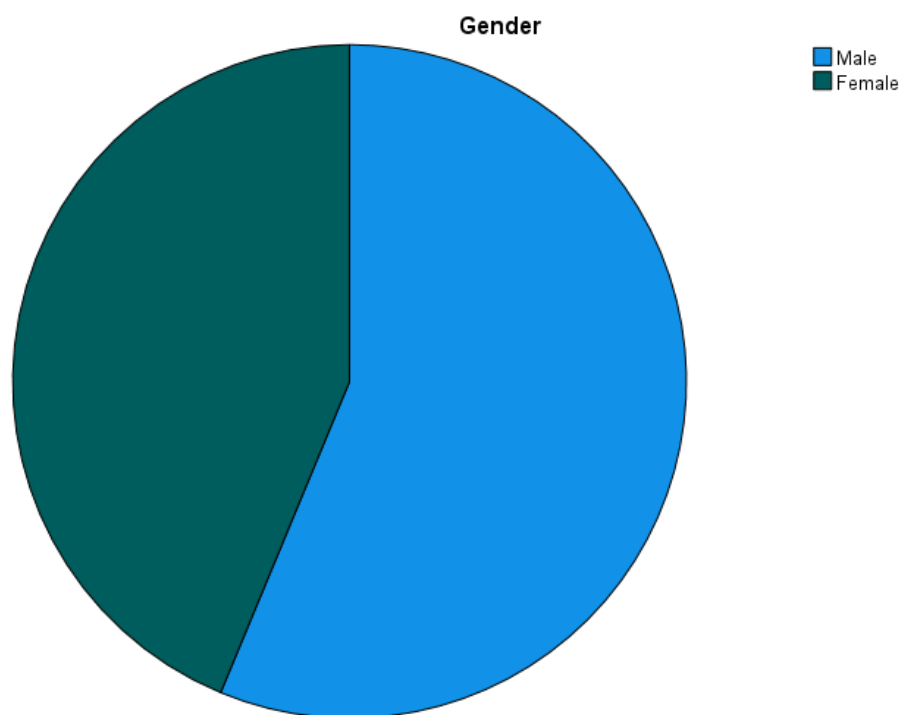
❖ The study sample items were distributed according to gender - age group - number of years of experience - nature of work - and educational level.

❖ The frequencies and percentages of the study sample individuals were calculated and represented in the demographic information that includes:

- Gender, which includes (male, female)
- Age group, which includes (less than 30 years, from 30 to 40 years, from 41 to 50 years, more than 50 years)
- Marital status (Single, Married, Divorced or widowed)
- Nature of work, which includes (Manager / Supplier / customer /Other)
- Educational level, which includes (associate degree / bachelor's degree / master's degree/Doctoral degree)

The following table, graphs and paragraphs clarify the classification of the sample under study, as follows:

Variable	Classification	Percentage
Gender	Male	42.8%
	Female	54.3%
Age range	Under 20	10.5%
	21-30	45.8%
	31-40	26.1%
	41-50	17.6%
Marital status	Married	38.6%
	Single	36.4%
	Divorced	21.9%
	Widowed	3.1%
Educational Qualification	Associate degree	28.1%
	Bachelor's degree	53.1%
	Master's degree	12.5%
	Doctoral degree	6.3%
Nature of work	Management	37.5%
	Supplier	34.4%
	customer	3.1%
	Other	25%



4.3 Validity & reliability tests for the questionnaires

The internal consistency validity of the questionnaire used to measure the study variables was tested, in addition to the experimental validity through the Extracted Variance Average. While the stability of the tangent was tested through the Cronbach's alpha coefficient through the structural equation model using the SPSS 26 statistical analysis program.

Validity of the tangent

Internal consistency validity: It is the extent of consistency of each statement of the questionnaire to the variable to which it belongs.

Experimental validity: It is the average variance between the statements that touch the same tangent through calculating the average variance extracted and its value is greater than 0.05.

The internal consistency validity of the scales used to measure the study variables was tested, in addition to measuring the convergent validity by measuring the average variance extracted (AVE). Internal consistency validity: It means the extent of consistency of each statement of the questionnaire to the variable to which it belongs, so the researcher measured the internal consistency of the questionnaires by calculating the correlation coefficients between the score of each statement and the total score of the variable to which it belongs. According to the study of (1974) Kaiser, a correlation coefficient less than 0.5 is deleted from the questionnaire.

Convergent validity: The average variance between the statements measuring the same scale is measured by calculating the average variance extracted (AVE), which must be greater than 0.5 according to (2006). Hair et al.

Variable	Statements	KMO	Factor loadings	Standard deviation	P Values	Average variance extract
Food Chain	F1		0.845	0.643	0.00	
	F2	0.630	0.822	0.665	0.00	
	F3		0.818	0.721	0.00	
	F4		0.727	0.874	0.00	
	F5		0.676	0.983	0.00	
	F6		0.717	0.990	0.00	1.00
	F7		0.857	1.234	0.00	
	F8		0.868	1.119	0.00	
	F9		0.620	1.127	0.00	
	F10		0.605	1.133	0.00	
	F11		0.983	1.145	0.00	
	F12		0.990	1.154	0.00	
Supply	S1	0.726	0.453	1.127	0.00	
	S2		0.676	0.734	0.00	
	S3		0.468	0.749	0.00	150
	S4		0.844	0.771	0.00	
	S5		0.771	0.553	0.00	
	S6		0.567	0.671	0.00	
	S7		0.856	0.896	0.00	
	S8		0.890	1.345	0.00	
	S9		0.553	1.487	0.00	
	S10		0.642	1.812	0.00	

	S11		0.875	1.560	0.00	
	S12		0.971	0.986	0.00	

Variable 1

- All statements 1A (to 6A) show good correlation coefficients (loadings factor) ranging between 0.676 and 0.883.
- This value indicates the internal consistency of the statements with the first variable.

Variable 2

- Most statements (5B 4, B 2, B 1, B) show very high correlation coefficients (0.844 to 0.983).
- Statement 3B has a relatively low correlation coefficient (0.453), which indicates weakness in its connection with the statement.

2. Experimental validity

- The average variance extracted (AVE) for the first variable is 1.00 and for the second variable is 1.40.

3. The P-values are greater than 0.50, indicating good experimental validity for both variables. - All P-values are 0.00, indicating that all relationships are statistically significant at the level of .0.05

The KMO value for the first variable is 0.630, and for the second variable 0.726. Both values are greater than 0.5, which indicates the suitability of the sample for factor analysis, noting that the value for the second variable is less than the minimum acceptable limit.

4.4. Descriptive statistics for research variables

Descriptive Statistics (Table1)

N	Minimum	Maximum	Mean		Std. Deviation	Variance	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Customer relationship management	32	1	5	3.00	.241	1.362	1.855
Supplier relationship management	32	1	5	2.42	.168	.951	.905
procurement options	32	1	5	2.96	.188	1.063	1.131
Demands	32	1	5	3.02	.186	1.054	1.112
products	33	1	4	2.90	.159	.914	.835
Valid N (listwise)	31						

Correlations (Table2)

Customer relationship management	procurement options	Supplier relationship management	products	Demands	procurement options		
Customer relationship management	Pearson Correlation	1	.398*	.783**	.663**	.898**	.234

	Sig. (2-tailed)		.024	<.001	<.001	<.001	.198
	N	32	32	32	31	32	32
procurement options	Pearson Correlation	.398*	1	.470**	.207	.552**	.392*
	Sig. (2-tailed)	.024		.007	.265	.001	.027
	N	32	32	32	31	32	32
Supplier relationship management	Pearson Correlation	.783**	.470**	1	.428*	.819**	.337
	Sig. (2-tailed)	<.001	.007		.016	<.001	.060
	N	32	32	32	31	32	32
products	Pearson Correlation	.663**	.207	.428*	1	.857**	.214
	Sig. (2-tailed)	<.001	.265	.016		<.001	.247
	N	31	31	31	32	32	31
products	Pearson Correlation	.898**	.552**	.819**	.857**	1	.374*
	Sig. (2-tailed)	<.001	.001	<.001	<.001		.035
	N	32	32	32	32	33	32
Demands	Pearson Correlation	.234	.392*	.337	.214	.374*	1
	Sig. (2-tailed)	.198	.027	.060	.247	.035	
	N	32	32	32	31	32	32
*	Correlation						

is significant at the 0.05 level (2-tailed).							
** Correlation is significant at the 0.01 level (2-tailed).							

It is clear from the table above:

- Scale of application of high-performance work systems: All correlation coefficients for all statements are strongly correlated with their dependent variable, at values greater than 0.7. In addition, the values of all correlation coefficients for the statements are statistically significant at a significant level less than 0.001, accordingly, the internal consistency validity of the scale has been achieved. Also, from the results above related to the value of the average variance extracted AVE,

there is a strong correlation between the independent and dependent variable and the significant value is 0.000 which is less than 0.05. Next is the R square value. It is important because result will show the percentage of influence of the independent variable effect the dependent variable. For the R^2 is 0.452 means 45.2 percent of variance in organizational objective (dependent variable) explain by variation in communication climate, supervisor communication and subordinate communication (independent variables). Hence, 54.8 percent can be explained by another factor which is not included in this study. For the standardized coefficient (Beta) has positive impact of 0.299 and significant value is 0.000 which is less than 0.05.

Reliability discusses to whether scores of items in an instrument are internally consistent or not, it is basically the ability of the instrument to measure the same thing each time. An important factor is an internal consistency; it involves correlating the responses in the instrument with each other. It thus measures the consistency of responses across a subgroup of the indicators (Saunders et al., 2016). There are various ways to measure the internal consistency but most common and famous method is coefficient alpha (Cronbach's Alpha). Coefficient alpha measures the internal consistency reliability that undertakes equal items loadings and indicates how well the indicators are positively correlated to one another (Hair, Hult et al., 2014). The largely agreed lower limit for coefficient alpha is 0.70, although it may decrease to 0.6 (Hair, Black et al., 2014). Below Table 1 revealed that all values are above the threshold limit, thus the data is internally consistent.

Component Matrixa

	Component			
	1	2	3	4
F1	.609	.295	.104	.406
F2	.494	-.138	.416	.553
F3	.606	.000	-.195	.444
F4	.609	.548	.101	.097
F5	.599	.535	-.001	-.383
F6	.583	.351	-.213	-.183
F7	.812	-.018	-.004	-.301
F8	.807	-.342	-.046	-.122
F9	.434	-.101	.788	-.149

F10 .500 -.611 .127 -.175

F11 .502 -.214 -.595 .232

F12 .748 -.297 -.205 -.178

Extraction Method: Principal Component Analysis.

a 4 components extracted.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.847	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
A1	26.28	75.628	.517	.441	.829
A2	25.97	78.096	.421	.427	.835
A3	26.16	74.910	.505	.380	.829
A4	26.28	74.725	.521	.630	.828
A5	25.66	73.717	.492	.681	.831
A6	26.41	77.410	.484	.492	.831
A7	25.75	70.323	.708	.770	.813
A8	25.69	70.351	.711	.805	.813
A9	25.16	76.394	.362	.560	.842
A10	25.88	75.081	.411	.573	.838
A11	26.34	77.910	.380	.499	.839
A12	26.22	75.983	.653	.722	.822

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
BA1	2.94	1.413	31
BA2	3.19	1.537	31
BB1	2.32	1.194	31
BB2	2.61	1.086	31
BC1	3.19	1.424	31
BC2	3.23	1.283	31
BC3	2.65	1.082	31
BD1	2.81	1.302	31
BD2	3.23	1.407	31
BD3	2.87	1.565	31
BD4	3.26	1.365	31
BD5	2.81	1.327	31

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.723
Bartlett's Test of Sphericity	Approx. Chi-Square	163.900
	df	66
	Sig.	<.001

Component Matrix^a

	Component		
	1	2	3
BA1	.799	.164	-.264
BA2	.841	.012	-.039
BB1	.441	.339	.620
BB2	.283	.642	.167
BC1	.795	.075	-.323
BC2	.504	.632	-.276
BC3	.613	.437	.197
BD1	.689	-.342	-.207
BD2	.622	-.317	.385
BD3	.663	-.294	.302
BD4	.580	-.482	.286
BD5	.692	-.304	-.383

Extraction Method: Principal Component Analysis.

a. 3 components extracted.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.867	.863	12

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BA1	32.16	84.340	.720	.668	.845
BA2	31.90	81.224	.774	.697	.840
BB1	32.77	94.714	.382	.477	.866
BB2	32.48	98.725	.237	.590	.873
BC1	31.90	84.690	.698	.748	.846
BC2	31.87	93.049	.417	.604	.865
BC3	32.45	92.523	.545	.519	.858
BD1	32.29	88.680	.598	.683	.854
BD2	31.87	88.849	.535	.448	.858
BD3	32.23	85.847	.577	.534	.855
BD4	31.84	90.606	.483	.560	.861
BD5	32.29	88.546	.589	.604	.854

4.5. Testing Hypotheses

silence in enhancing competitive advantage. The

following hypotheses are proposed

H1: H2 : H3 : H4 : H5 : Cross-functional integration affects supply chain partnership. Cross-functional integration affects supply chain responsiveness. Cross-functional integration affects supply chain resilience. Supply chain partnership affects supply chain responsiveness. Supply chain partnership affects supply chain resilience.

All path coefficients are positive in the range of 0.106 and 0.705. In addition, the t-values are in the range of 2.099 and 25.177, which means the data significantly support all hypotheses.

The data analysis suggests that: 1) there are significant relationships between strategies and systems in supply chain; 2) each supply chain strategy does not concurrently have significant relationships with both types of supply chain systems; 3) the significant relationship exists between the growth strategy and the integration system, but not between the growth strategy and the modularity system; 4) the significant relationship exists between the target strategy and the modularity system, but not between the target strategy and the integration system.

Hypotheses	Results	Hypotheses	Results	Hypotheses	Results
H1	√	H5	×	H9	√(partly)
H2	√	H6	√	H10	√
H3	×	H7	×	H11	√
H4	×	H8	√	(partly)	

Hypotheses' test results

Note: √ represents the hypothesis is supported; × represents the hypothesis is not supported.

All path coefficients are positive in the range of 0.106 and 0.705. In addition, the t-values are in the range of 2.099 and 25.177, which means the data significantly support all hypotheses.

Hypothesis	Coefficient	t-statistics	p-values	Results
H1	0.705	25.177	0.000	Supported
H2	0.382	6.697	0.000	Supported
H3	0.324	5.783	0.000	Supported
H4	0.327	5.933	0.000	Supported
H5	0.257	4.536	0.000	Supported
H6	0.249	5.651	0.000	Supported
H7	0.685	5.690	0.000	Supported
H8	0.435	2.099	0.000	Supported
H9	0.435	8.987	0.000	Supported

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374a	.140	.111	.854

a Predictors: (Constant), Supply chain

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.566	1	3.566	4.885	.035b
	Residual	21.903	30	.730		
	Total	25.469	31			

a Dependent Variable: Supply Chain

b Predictors: (Constant), Food Sector

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.840	.488		3.774	<.001	.844	2.836
	communication	.434	.196	.374	2.210	.035	.033	.835

a Dependent Variable: Food Sector

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698 ^a	.487	.162	.830

a. Predictors: (Constant), A12, A4, A9, A6, A3, A10, A2, A1, A11, A7, A5, A8

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.394	12	1.033	1.501	.208b
	Residual	13.075	19	.688		
	Total	25.469	31			

a Dependent Variable: Food Sector

b Predictors: (Constant), A12, A4, A9, A6, A3, A10, A2, A1, A11, A7, A5, A8

Coefficients^a

Model Unstandardized Coefficients Standardized Coefficients t Sig.

95.0% Confidence Interval for B

B Std. Error Beta Lower Bound Upper Bound

1

(Constant)	1.649	.511		3.227	.004	.580	2.719	
A1	.078	.164	.105	.479	.637	-.264	.421	
A2	.019	.170	.025	.114	.910	-.337	.375	
A3	-.168	.145	-.242	-1.159	.261	-.471	.135	
A4	.061	.189	.087	.321	.752	-.335	.457	
A5	.249	.182	.397	1.364	.189	-.133	.630	
A6	-.203	.189	-.247	-1.072	.297	-.598	.193	
A7	.114	.232	.169	.492	.628	-.371	.599	
A8	-.009	.253	-.013	-.036	.972	-.539	.521	
A9	.235	.151	.387	1.561	.135	-.080	.551	

	A10	.122	.152	.202	.803	.432	-.196	.439
	A11	.147	.166	.206	.888	.386	-.200	.494
	A12	-.302	.290	-.325	-1.043	.310	-.909	.304

a Dependent Variable: Food Sector

Findings Discussion

There are significant relationships between the growth strategy and the integration system, and between the target strategy and the modularity system. In addition, one strategy does not concurrently have the significant relationships with both two types of systems. Regarding to the delivery performance, the significant relationships can be completely supported. Regarding to the performance in QCDF, the significant relationships can be partly supported. It is interesting to get these matching relationships. Comparing to the target strategy, the growth strategy was supposed to deal with more uncertain demands, and might have a higher product variety. On the other hand, comparing to the integration system, the modularity system might not be good at dealing with the specialization products (Cheng, 2011), but can be more suitable for dealing with the customization products. Considering the relationships between the modularity system and product customization, the growth strategy might be more suitable to match with the modularity system. However, this paper defined the target strategy and the growth strategy based on not only product nature but also management behavior. The target strategy might be interesting to the adventurous management and the growth strategy might be interesting to the conservative management. This is also an important reason for the leading firms in one industry to choose the target strategy. The leading firms might have a clear target market whether in products or in demand quantities. These firms might care how to satisfy the target demands efficiently and quickly and move to the next generate products so as to keep the leading position. In order to quickly introduce new products, the modularity system can provide a strong support. This is an important reason for the target strategy to be matching with the modularity system. In addition, the modular organizations also have positively impact on higher efficiency and profitability (Cheng, 2011). The significant relationships between the target strategy and the modularity system can be completely supported in the supply chain performance when considering delivery. This is consistent with other studies (Morita et al., 2015), which regarded that firms with emphases on product innovativeness have better performance in lead time reduction. On the other hand, the growth strategy has higher requirements on the integration of information system, the function diversification and cooperation so

as to quick response to the changing demands. This significant relationship was also supported by some other studies. For example, the integration practice in supply networks has a significant and positive impact on responsiveness in supply chain (Danese et al., 2013).

4.6. Conclusion

In order to examine the product variety decisions in supply chain, it was proposed to configure supply chain strategies into two types, i.e. the target strategy, the growth strategy. Referring to the existing researches, the supply chain systems can be configured as two types, i.e., the modularity system, the integration system. Eleven hypotheses were proposed on the matching relationships between two types of supply chain strategies and two types of supply chain systems. These hypotheses were examined with an empirical study. There are significant relationships found between the target strategy and the modularity system, and between the growth strategy and the integration system as shown in the following figure. The supply chain performance in delivery fully supports that the significant relationships can bring the better supply chain performance, and the supply chain performance in QCDF partly supports the results.

5. Chapter five: Research limitations, Recommendations & Conclusion

5.1. Research Limitations & Future Research

5.2. Research Recommendations

5.3. Conclusion

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Dear Respondent,

I am Fadia Qassas a student of Midocean University, conducting a research study on The Impact of The Supply Chain on The Food Sector

as a requirement for the award of a bachelor's degree in project management.

I kindly request you to spare some time and fill out this questionnaire. The information given will be used for academic purposes only and will be treated with the utmost confidentiality. Your cooperation will be highly appreciated.

Thank You.

Yours sincerely,

Fadia Qassas

General Questions:

1. Gender

Male

Female

2. Age range

Under 20

21-30

31-40

41-50

3. Marital status

Married

Divorced

Single

widowed

4. Highest educational qualification

Associate degree Bachelor's degree Master's degree
 Doctoral degree

5. Staff Category

Management

Supplier

Customer

The following questions are about how your organization has been implementing supply chain management practices. In general, kindly identify your agreement on the following practices.

SECTION 1: SUPPLY CHAIN MANAGEMENT PRACTICES

Please indicate your level of agreement on the following statements based on your experience working in this company. The rating is from 1=Extremely Disagree to 7=Extremely Agree

Code
Extremely
Disagree 1
Extremely
Agree 7
SSP1 Our organisation rely on few

dependable suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP2 Our organisation rely on few high quality suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP3 Our organisation consider quality as number one criterion in selecting suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP4 Our organisation strive to establish long term relationship with its suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP5 Our organisation helps its suppliers to improve their product quality
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP6 Our organisation has continuous improvement programs that include its key suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP7 Your organisation include its key suppliers in its planning and goal setting activities
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP8 Your organisation actively involves its key suppliers in new product development processes

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP9 Your organisation certifies its
suppliers for quality
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7
SSP10 Our organisation regularly solve
problems jointly with its
suppliers
☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☐ 7

2-Food Sector:

The following criteria are common to both food and catering services:
Organic production (<u>Technical specifications</u>)
[X] % of [either a defined product group such as dairy, meat, vegetables, or a list of specific products e.g. potatoes, tomatoes, beef, eggs] must be organically produced according to Regulation (EC) No 834/2007.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:

Verification (food) Products carrying a Community or national organic label will be deemed to comply.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:
Verification (catering) Suppliers presenting a Type I eco-label certificate for restaurants will be presumed to comply with the criteria if they specify the percentage of organic food that will be used in the relevant contract. Alternatively suppliers must indicate how they intend to meet the obligation within the proposed offer. Products carrying a Community or national organic label will be deemed to comply.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:
Additional Organic production (<u>Award criteria</u>)

Additional share of products coming from organic sources above the minimum requirement in the specification.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:
Integrated production¹ (<u>Technical specification</u>)
Of the remaining non-organic produce [X] % of [either a defined product group such as dairy, meat, vegetables, or a list of specific products e.g. potatoes, tomatoes, beef, eggs] must be produced in accordance with the criteria of Integrated Production or equivalent systems.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:
Verification (food) Products carrying the regional/national Integrated Production label will be deemed to comply. If the products are not certified,

the bidder will have to provide appropriate evidence (such as a list of chemicals used in production, welfare conditions of farms, etc.) of compliance with each of the requirements laid down in regional/national Integrated Production standards.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:
Verification (catering) <i>As for food and:</i> Suppliers must indicate how they intend to meet the obligation.

Additional Integrated Production (<u>Award criteria</u>)
Additional share of products coming from Integrated Production sources above the minimum requirement in the specification.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐
Please give further details and reasons for choosing option 2 or 3:

Verification (food) Products carrying the regional/national Integrated Production label will be deemed to comply. If the products are not certified, the bidder will have to provide appropriate evidence (such as a list of chemicals used in production, welfare conditions of farms, etc.) of compliance with each of the requirements laid down in regional/national Integrated Production standards.
1. Keep: ☐ 2. Modify: ☐ 3. Remove: ☐